

**11/14/12 FINAL DRAFT**

## **Record of the USAID Alumni Association (UAA) 4<sup>th</sup> Annual General Meeting (AGM)**

**Date:** Thursday, October 18, 2012  
**Location:** NRECA Conference Center  
4301 Wilson Blvd.  
Arlington, VA 22203

In accordance with the UAA By-laws, the 4<sup>th</sup> annual General meeting of the UAA membership took place on Thursday, October 18, 2012. All USAID alumni who are registered with the UAA were notified electronically no less than 30 days in advance. A quorum (established in the by-laws as “10% of the duly qualified members entitled to vote or 50 members, whichever is less”) was present. (Members are those alumni who have made a financial contribution to the UAA during the current year. Only members are entitled to vote. However, other USAID alumni are welcomed to attend the AGM.)

### **The purpose of the AGM was to:**

- Inform the members on activities undertaken by the 2011–2012 Board and its four UAA standing committees, in accordance with the approved UAA Strategy and Business Plan for 2012,
- Share with the members and elicit feedback on the proposed UAA Strategic Goals and Implementation Plan for 2013–2015,
- Engage in an informative dialogue with current USAID senior managers on the “state of the agency” and its development agenda,
- Encourage feedback and broader participation by USAID alumni in the plans and activities of the four UAA standing committees,
- Elect two new Board members for a two-year period each, to fill the vacancies created by the departure of two Board members who are completing their current terms, and
- Provide the membership with an opportunity to network with former colleagues and to reflect on the contributions of the membership to the Agency and to the development agenda.

**Registered attendees:**

The AGM was attended by 77 registered alumni, 67 of whom were contributing members. 15 of those 67 contributing members made their 2012 annual contribution in-person at the AGM. The 10 non-contributing alumni who attended the AGM included 2 who registered at the meeting.

(Note: For purposes of establishing a quorum, 138 registered alumni had contributed to the Association as of 10/15/2012, with 14 needed for a quorum. Hence, a quorum was present.)

**Agenda:**

The Agenda was shared in advance with all registered alumni. However, the order of business was modified slightly in the days preceding the AGM to permit the USAID Deputy Administrator to speak earlier during the luncheon program because of a last-minute scheduling conflict. The Order of Business that was followed is included as Attachment A of this record of meeting. All planned agenda items were carried out in full.

**Co-Chairs Report:**

The Board Co-Chairs, Ann Van Dusen and Alex Shakow, reported on the "state of the Association". The Power Point Presentation used by the co-chairs is included at Attachment B.

**Treasurer's Report:**

Treasurer George Hill made a presentation on the finances of the UAA. His Power Point Presentation is included at Attachment C. The Treasurer emphasized the necessity to increase both the number of contributors and the timeliness of the contributions in order for the Association to fulfill its mandate. It was clarified that in keeping with our status as a 501 (c)(3) non-profit organization, contributions are tax-deductible in the year in which the contribution is made. The UAA's fiscal cycle is January to December.

**UAA Engagement with USAID:**

Two significant contributions to USAID by the UAA were reviewed:

- **Urbanization:** On behalf of the Development Issues Committee, Owen Cylke described the ongoing dialogue with USAID policy staff engaged in placing urbanization as a cross-sectoral development theme in the USAID development agenda. USAID has sought alumni expertise on this subject and a series of events, including workshops, are being planned, including, inter alia, the urbanization theme in future UAA-DACOR Development Dialogue events.
- **Mentoring:** Strengthening USAID Committee Co-Chairs David Cohen and Pamela Mandel noted that 60% of current USAID staff has been with USAID for three years or less. While the USAID DLI (new entry) program is shrinking in response to budget limitations, there is demand for volunteer mentorship in some parts of the Agency. They described the agreement reached recently with the Europe and Eurasia (E&E) Bureau for mentoring senior E&E field staff (see Attachment D) and urged interested alumni to participate in the Strengthening USAID Committee and to register as potential mentors. The subject was discussed in more detail at the Strengthening USAID Committee breakout session. (See Pamela Mandel's notes on this session at Attachment F, as well as the points raised by USAID senior staff in the next section of this report.)

### **Dialogue with USAID Senior Staff:**

Assistant to the Administrator for the Policy, Planning and Learning Bureau (PPL), Susan Reichle, and Counselor to the Agency, David Eckerson, made presentations and answered questions on issues currently impacting USAID, including the budget and potential sequestration, relations with the State Dept., acquisitions and contracts vs. direct grants to governments.

Reichle spoke about the decision made early in Administrator Shah's tenure to re-establish the USAID Policy Bureau. The PPL team is taking steps to broaden its reach and capture current thinking and best practices in the wider development community. They have instituted a Strategic Planning process and now have 18 approved Country Development Cooperation Strategies developed in the field. The Agency's budget is being aligned with these strategies. Project design is coming back under Terry Brown's leadership. There is also a major effort

underway on procurement reform. A key feature of the PPL Bureau has been the importance attached to learning and evaluation. Significant progress has been made in developing program monitoring and evaluation skills among USAID staff. PPL seeks evidence of impact, of what works and what makes sense. With 800 relatively new USAID officers, capacity building of USAID's staff is a major challenge. Program officers were brought together this summer and it is clear that there is great need for coaching and mentoring of staff. Experience is also needed in local capacity building and Reichle urged that the UAA set up a group to advise USAID on this. PPL is about to launch a new Science and Technology Office to help ensure that USAID's S&T work fits the broader USAID development objectives. The Agency is also stressing the importance of Youth in Development.

Dave Eckerson also spoke of the importance of local capacity building. He stressed that the grant vs. contract issue was a "front-burner" issue. USAID has lost many of its experienced contract officers to retirement. Hence, mentoring of contract officers would be another critical area in which UAA help is needed.

Stressing a point too familiar to USAID alumni, both noted that the USAID workload keeps rising. Both welcomed efforts by the UAA and its members to help mentor staff and to share "the voice of experience" that USAID alumni represent.

### **Committee Meetings:**

Prior to moving to the breakout sessions for each of the four committees, Board Member Jim Michel reminded all participants that committee discussions should include a review and appropriate comments on relevant parts of the proposed UAA multi-year Strategic Goals and Implementation Plan (see Attachment E).

The notetakers for each of the committees gave an informal report in the afternoon to the plenary. Those notes are attached as follows:

- A. Strengthening USAID – Attachment F
- B. Development Issues – Attachment G
- C. Membership – Attachment H
- D. Public Outreach – Attachment I

**Keynote address by USAID Deputy Administrator Donald Steinberg:**

The presentation by Deputy Administrator Steinberg was warmly received and is summarized in Attachment J.

**Alumni Reflections:**

Following an informal lunch that gave the participants an opportunity to network and re-establish contacts, a panel was assembled by Janet Ballantyne. Four alumni made often-riveting presentations on career experiences. The panel included Bob Dakan, relating his experience in Laos, Carole Peasley on her posting in Nepal, Alex Shakow on his PPC and AID/Washington perspective, and Stacy Rhodes on his Haiti posting. Each story served to remind the audience about the unique career we all share and experiences that only few Americans have had the opportunity to share.

Each of the presentations is featured in the publication commissioned by USAID as a learning tool for staff, in conjunction with the 50<sup>th</sup> anniversary of the creation of USAID in 1961.

Janet explained that the publication will now be available to the UAA. It arrived too late for the AGM but the UAA Board will soon decide how its copies will be made available to the UAA membership.

**Election results:**

Before the closing remarks by the Board and participants, the Nominating Committee announced that 124 contributing members had voted electronically before the AGM. In addition, 19 contributing members voted at the AGM before the 11 AM cut-off time. In total, 143 votes were received and counted. This represents approximately 93% of eligible (i.e., contributing) voters.

The two individuals elected by the membership to serve on the UAA Board for two years were David Cohen and Nancy Pielemeier.

In addition to welcoming David and Nancy to the Board, the Co-Chairs expressed the Board's appreciation for all six members who allowed their names to be placed on the ballot. In addition to David and Nancy, the list of candidates included Richard Blue, David Mein, Bill Nance and Bob Otto.

**Appreciation for the work of departing Board Members and Co-Chair:**

Co-Chair Alex Shakow expressed thanks to departing Board member David Sprague. He then called particular attention to the work of Ann Van Dusen, who served tirelessly as Co-Chair of the Board for the past two years and, concurrently, as Co-Chair of the Public Outreach Committee. A plaque was presented to Ann by the Board on behalf of the Association that reads: "THE USAID ALUMNI ASSOCIATION extends its great appreciation and deep gratitude to ANN VAN DUSEN for her inspired, creative and tireless leadership over four years of dedicated commitment to the establishment and growth of the UAA. October 2012".

The 4<sup>th</sup> AGM of the UAA closed on schedule and participants were invited to seek ways by which they can remain engaged in support of UAA activities year-round.

Drafted by FAlmaguer on 10/31/12; revised 11/14/12

**ATTACHMENT A**

**Fourth Annual General Meeting of the USAID Alumni Association**

October 18, 2012  
8:00 am – 4:00 pm

NRECA Conference Center  
4301 Wilson Blvd  
Arlington, Virginia 22203

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<b>8:00 – 9:00</b>	Check-in and coffee
<b>9:00 – 9:15</b>	Co-Chairs report
<b>9:15 – 9:25</b>	Treasurer's Report
<b>9:25 – 9:40</b>	UAA Engagement with USAID
<b>9:45 – 10:30</b>	Conversation with USAID Senior Staff (David Eckerson, Counselor and Susan Reichle, Assistant to the Administrator, Bureau of Policy, Planning, and Learning)
<b>10:30 – 11:00</b>	Coffee Break
<b>11:00 – 11:50</b>	Open Committee Meetings
<b>12:00 – 12:30</b>	Keynote Address by Donald Steinberg, Deputy Administrator USAID
<b>12:30–1:30</b>	Lunch
<b>1:30 – 2:30</b>	Alumni Reflections Panel hosted by Janet Ballantyne
<b>2:30 – 3:00</b>	UAA Strategic Plan and Committee Meeting Results
<b>3:00 – 4:00</b>	Election results and networking with dessert

## ATTACHMENT B

### USAID Alumni Association Annual General Meeting

#### Co-Chairs Report

##### **The Basics:**

- 731 registered alumni as of Oct. 15, 2012, 61 of whom registered for the first time this year.
- 138 alumni made contributions this year as of Oct. 15, 2012.
- CONTRIBUTIONS COVER THE CALENDAR YEAR. Those who made a contribution today did so for 2012. We send out reminders in January and February each year to remind alumni about annual contributions. When in doubt, check the Directory in the UAA website. If you have made a contribution in the current year, your name will be highlighted.

##### **Board Governance:**

- 7 person Board which oversees the work of the association
- The Executive Committee includes the Board and the Chairs of the four working committees
- 4 working committees:
  - Public Outreach
  - Strengthening USAID
  - Development Issues
  - Membership

##### **Public Outreach:**

- Expand, maintain, and enhance beneficial relationships with other organizations and facilitate opportunities for USAID alumni to inform audiences and communities about development and the role of the United States and USAID.

##### **Strengthening USAID:**



- Maintain and enhance a continuing relationship with USAID that will make alumni available to support the training, mentoring and coaching of USAID staff on a systematic basis.

#### **Development Issues:**

- Facilitate contributions by alumni to dialogue on proposed USAID policies and help keep alumni apprised of new developments and trends in development cooperation and in USAID policies.

#### **Membership:**

- Ascertain alumni interests on a continuing basis; expand UAA membership, including by adding new members who reside outside the Washington area; increase opportunities for social events and interaction among alumni.

#### **Some Highlights of 2012:**

- First mentoring agreement signed with USAID
- Where in the World now housed on the UAA Website
- 4 UAA-DACOR Development Dialogues in 2012
- USAID sought UAA support in development of new urban policy
- Social events in Washington and plans for others outside the DC area
- Development of a three year business plan

#### **What we need from you!**

- Make a contribution this year, and next year, too!
- Participate actively in a UAA committee and in the on-line forum throughout the year
- Consider running for the UAA Board
- Attend UAA-DACOR Development Dialogues
- Encourage other alumni to join the UAA
- Attend social events...and host one yourself
- Tell us how we can make the UAA stronger and more useful and interesting to you

**USAID Alumni Association Annual General Meeting  
Treasurer's Report - 2012**

**UAA Income:**

- Income from Member Contributions
  - January, 2012 through October 16, 2012
  - 140 members contributed \$10,610

**UAA Expenditures:**

- UAA spent a total of \$9,607,54 as follows:
  - Intern - \$6,772.50
  - Website - \$1601.78
  - Membership/recruitment - \$913
  - Miscellaneous - \$357.17

**2011 vs. 2012 General Operating Costs:**

<b>Intern</b>	<b>\$3,087.00</b>	<b>\$6772.50</b>
Web site	\$2,665.00	\$1,601.78
Membership	0	\$913,00
Miscellaneous	\$661.95	\$357.77

**2011 vs. 2012 Annual General Meeting Expenditures:**

	<b>2011 Actual</b>	<b>2012 Budgeted/ estimate</b>
Expenses	\$6,428.18	\$5,900 est.
Collections	\$4,930.00	

## MEMORANDUM OF UNDERSTANDING

between

**The United States Agency for International Development  
Europe and Eurasia Bureau**

and

**The United States Agency for International Development  
Alumni Association**

### **I. The Parties and their Joint Objective**

This Memorandum of Understanding (MOU) is entered into by and between the Europe and Eurasia (E&E) Bureau of USAID and the USAID Alumni Association (UAA) (together, the Parties). The Parties desire to enter into this MOU to work together on a Pilot Program to accelerate development of Foreign Service Officers (FSOs) with on-the-job mentoring.

#### **I.A. Background**

A top-line indicator under USAID Forward's "Talent Management" is for 200 FSOs to participate in mentoring programs by the end of FY 2014. This Pilot Program intends to address the Agency's need by matching junior officers with USAID alumni. These USAID alumni will provide coaching and feedback to FSOs on defined projects and tasks. This Pilot Program will be evaluated to draw out lessons learned that are applicable to USAID career development programs beyond the E&E Bureau.

See the **Program Description** in [Attachment A](#).

#### **I.B. Description of the Parties**

**The USAID Europe and Eurasia Bureau** currently operates programs in 15 countries through 11 Missions and a Regional Services Center based in Budapest. While the countries of Europe and Eurasia are progressing in their transitions,

development challenges remain to achieving a region that is whole, free and at peace. USAID continues to tackle the region's fundamental transition challenges of pervasive corruption, authoritarian rule, weak policy and regulatory environments, significant poverty and unemployment, and inadequate health and social protection systems.

**The USAID Alumni Association** fosters collegial networks of former USAID employees while promoting exchange of knowledge among alumni who wish to use their public service experience to advance global development. UAA facilitates access to alumni expertise for professional counsel and public education in support of sound and successful U.S. foreign assistance. UAA is a 501(c)3 non-profit registered in Washington, D.C. For additional information, see [www.usaidalumni.org](http://www.usaidalumni.org).

## II. Responsibilities of the Parties

### II.A. The E&E Bureau intends to:

- Oversee and approve the selection of Mentees who are or will be in E&E field missions for the duration of the Pilot (an initial pool of 10-15 Mentees is envisioned).
- Make final selection of mentors proposed by UAA.
- Provide information to mentors on selected mentees' country programs and strategies.
- Design and deliver briefing modules for selected mentors on optimally preparing them for mentoring USAID employees.
- Develop and deliver a training module for selected mentees on optimally preparing for them for receiving mentoring.
- Assign responsibility for ongoing evaluation and processing of feedback from the Pilot.
- Ensure that the Mentor candidates are able and willing to sign individual agreements to carry out their responsibilities. See **Attachment B** for a sample Mentor/Mentee Agreement.
- Provide funding for operational aspects of Pilot start-up such as mentor-mentee communication and essential travel associated with the pilot program (such funding to be provided under a separate mechanism).
- Work with USAID/HR on transforming the Pilot into an Agency-wide Program.

### II. B. The UAA intends to:

- Identify and propose to the E&E Bureau as potential mentors alumni who are available, match selected mentee needs, and will commit an average of 3-6 hours per week over the four-month operational period of the Pilot Program.
- Identify alumni with training experience who will co-deliver the Mentor Briefing modules with the Bureau colleague.
- Support E&E evaluation activities as may be requested by the Bureau.

#### **II. C. The E&E Bureau and the UAA jointly intend to:**

- Define criteria for selecting UAA mentors.
- Co-deliver the two-day Mentor Briefing modules.
- Cooperate to minimize risks of conflicts of interest (COI) or appearances of COI in the selection and/or performance of Mentors.
- Design evaluation and feedback forms for the Pilot Program.
- Participate in reviewing the evaluation and feedback, including identification of areas for adjustment and improvement.

### **III. Framework for the Pilot Program**

See a **Notional Action Plan** for establishing, implementing and evaluating the program in **Attachment C**.

Following signature of this MOU, the Parties will define, in a subsequent **Work Plan**, details of the pilot program, including:

- Administration of Mentor Project
  - Duration of the Pilot Program
  - Methods for communication between Parties on administrative matters
- Mentor/Mentee Relationship
  - Methods for Mentoring
  - Length of time for mentor/mentee relationship
  - Methods for communication between mentors and mentees
  - How mentee progress will be measured
- Selection and Performance of mentors
  - Criteria for selection of mentors
  - How performance of mentor will be evaluated and opportunities for changing mentors/mentees
- Avoiding Conflicts of Interest
- Budget -- Potential Pilot Program costs and mechanisms for covering costs.

### **IV. General Provisions**

#### **IV. A. Coordination and Consultation**

The Parties shall provide each other with such information as may be needed to facilitate the implementation of the Pilot Program and to evaluate the effectiveness of the assistance. Any issues concerning the interpretation, administration or implementation of this MOU shall be resolved by consultation between the Parties.

#### **IV. B. Effect of MOU**

This MOU does not constitute a legal obligation or binding agreement or effect an obligation of funds by USAID or the U.S. Government, and it does not contemplate a transfer of funds from USAID to the UAA or assumption of liability by USAID or UAA. USAID will obligate, commit and expend funds and carry out operations pursuant to this MOU in accordance with the applicable laws and regulations of the United States.

#### **IV. C. Third Party Instruments and the Availability of Funds**

In order to implement the Pilot Program described in this MOU, USAID may enter into such contracts, purchase orders and/or other instruments with public and private parties, including the UAA, as USAID deems appropriate. It is these instruments, once fully executed, that will constitute legal obligations of USAID. All assistance and undertakings of USAID pursuant to this MOU are subject to the availability of funds and to further agreement between USAID and such public and private parties regarding the provision of such assistance. Because USAID's assistance and undertakings herein may be subject to other such binding instruments, in the event of any conflict between the terms of such instruments and the terms of this MOU, the terms of the other instruments shall prevail. No third party may claim rights under any such instrument as a third party beneficiary even though they may benefit from the assistance provided under such instruments.

#### **IV. D. Amendments and Termination**

This MOU may be amended or modified in writing by the Parties. Any Party may terminate its participation in this MOU by giving the other Parties thirty (30) days' written notice.

#### **IV. E. Effective Date and Term**

This MOU shall be effective as of the date signed and shall remain in effect until December 31, 2014, or until terminated, whichever is earlier, unless extended in writing by all Parties.

#### **IV. F. Representatives**

The Parties shall be represented by those holding or acting in the offices held by the signatories to this MOU. Each Party may, by written notice to the others, identify additional representatives authorized to represent that Party for all purposes other than executing formal amendments to this MOU. Each Party shall notify the other in writing of changes in the authorized representatives.

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IN WITNESS WHEREOF, the Parties, each acting through its duly authorized representative, have caused this Memorandum of Understanding to be signed in their names and delivered as of the date above.

**USAID Europe and Eurasia Bureau**

**USAID Alumni Association**

By: \_\_\_\_\_ By: \_\_\_\_\_  
(Signature) (Signature)

Name: Paige Alexander

Name: xxxx

Title: Assistant Administrator  
Bureau for Europe and Eurasia

Title: xxxxxx

Date: \_\_\_\_\_ Date: \_\_\_\_\_



## Attachment A Program Description

### USAID On-the-Job Mentoring Program for Foreign Service Officers *Pilot Program for the Europe and Eurasia Bureau*

**The Goal of the Program is to accelerate development of Foreign Service Officers (FSOs) through on-the-job mentoring. Key elements of the Program are:**

1. **Mentors** identified by the USAID Alumni Association (UAA) and selected by the Europe and Eurasia Bureau (E&E) will provide coaching and feedback to FSOs on defined projects and tasks.
2. E&E will **pilot** the program.
3. The Program will include **briefings** for mentors on mentoring best practices, and **training** for selected USAID FSO mentees on how to optimally work with mentors.
4. The program will maximize **virtual technology** to limit travel costs.
5. Dedicated staff will **monitor and evaluate** the program using objective criteria to enable the Agency to make decisions regarding its potential for expansion.

#### **Addressing a Vital Need**

A top-line indicator under *USAID Forward's* "Talent Management" is for 200 FSOs to participate in mentoring programs by the end of FY 2014. To be fully successful, USAID needs employee development models that address the realities of current demographics, namely:

- Over 60% of current USAID FSOs at grade FS01 or higher are eligible to retire over the next four years.
- Nearly 900 FSOs have joined USAID in the past three years; that's almost 50% of the total FSO workforce.
- On the average, FSOs spend only one year as an FS05, three years as an FS04, two years as an FS03, and two years as an FS02, before moving up a grade.

One result of this overall demographic picture is that less experienced FSOs are increasingly thrust into positions of leading people, acting as senior managers, and managing complex programs without having had the opportunity to acquire vital skills and experience from working with a variety of experienced colleagues at various posts. At the same time, the Agency's pool of senior officers who are qualified to prepare staff for leadership and management is shrinking.

Optimizing On-the-Job Mentoring. We learn our jobs through a range of sources: observing what others do well or do poorly, conversing with colleagues, reflecting on our actions, and formal training. Studies show that 80-90% of what we learn is through on-the-job activities while 10-20% of what we learn is through training. Because of USAID FSO demographics, USAID/HR is helping missions throughout the world supplement on-the-job training with formal mentoring models that aim to accelerate FSO development through on-the-spot guidance, coaching and feedback. These models recognize that effective mentors complement and strengthen the vital role that supervisors play in developing FSOs. Effective mentors also augment the time and effort that senior mission management spends on coaching FSOs – thus allowing managers to focus more on organizational and interagency leadership roles.

The E&E Bureau requires a *best practice* mentoring program that accelerates development of FSOs in a cost-effective way that also meets Agency-specific needs. Take a look at the world's top organizations which rapidly develop leaders and where people love to work -- such as REI, Google, McKinsey and Company, and Trader Joe's -- and you will find on-the-job learning programs that utilize senior employees and alumni as mentors. These programs train their mentors how to provide feedback and coaching to mentees on specific projects and tasks, enabling such organizations to effectively place employees in challenging roles which build confidence, skills and leadership. Missions are already implementing various models to achieve these aims. In addition, the E&E Bureau will pilot a mentoring model to augment these efforts.

**The E&E Bureau's pilot program will work as follows:**

### **UAA-Identified USAID Alumni as Mentors**

The UAA is ideally positioned to identify mentors for selection by USAID for the following reasons:

Experience: UAA has access to USAID alumni who are qualified to mentor FSOs across all USAID backstops. Alumni with backgrounds such as program officers or general development officers have the flexibility to mentor FSOs in a range of backstops that require expertise in common USAID activities -- such as navigating host country and interagency settings, developing strategies, designing evaluations, managing staff, developing budgets, and monitoring projects. At the same time, alumni who were experienced EXOs, RLAs and contracting officers are ideally qualified to help FSOs develop specialized skills in these backstops.

Mentoring Fits UAA Objectives: The UAA Articles of Association and Bylaws are: *To harness the experience and expertise of the USAID alumni community for the purpose of providing sound and timely professional counsel and public education in support of U.S. foreign assistance to promote effective international development. To serve as an independent voice to support USAID and its development mission by facilitating professional development and exchange of knowledge related to the effective use of foreign assistance. To foster a network of former USAID employees who wish to maintain social contact and utilize their public service skills to promote international development.*

Neutral Confidantes: To develop quickly, FSOs must feel that they can confide concerns and insecurities that they need to overcome in order to reach their performance potential -- without worrying about the effect on their AEF or "hall reputation". UAA mentors are potentially ideal independent confidantes -- responsible to provide feedback only to mentees.

## **Getting Started**

### **Step #1: Sign a Memorandum of Understanding (MOU)**

The E&E Bureau and UAA will sign a MOU that defines common goals, the basic roles and responsibilities of each party, and basic provisions of the Pilot Program.

### **Step #2: Sign on Work Plan for Pilot Program**

The E&E Bureau and UAA will sign a Work Plan that clarifies key issues as:

- E&E Bureau and UAA Relationship, including the length of the pilot program, mentoring methods, and how mentors and mentees will communicate with each other;
- Avoidance of Organizational Conflicts of Interest (COI) including non-disclosure agreements, as necessary, especially pertaining to proprietary information, mission strategies, or source selection information. Alumni who have ongoing, regular contacts with USAID implementing partners, or who work for USAID implementing partners or are engaged in employment discussions with USAID implementing partners will need to disclose contacts or employment arrangements, so that appropriate steps can be taken to prevent COI.
- Selection Process. The Work Plan will define how mentors will be selected -- according to their qualifications and the E&E Bureau's needs.
- Measuring Progress. The Work Plan will define how the pilot program will measure progress and make adjustments during the course of the pilot program's operation.

### **Step #3: Select Mentors and Mentees**

- The E&E will identify an initial pool of 10-15 mentees, to pilot the program.
- Based on the mentees' respective backstops, the E&E Bureau will work with the UAA to select available and qualified mentors. Mentors should expect to dedicate 3-6 hours per-week, per employee mentored.

### **Step #4: Preparing Mentors and Mentees**

The Program will prepare mentors for their role through two-day briefings covering the following areas:

- *Creating Mentor-Mentee Action Plan Agreements*
- *Effective Coaching Techniques: Measurable Outcomes and Mentor/Mentee Styles*
- *Providing Effective Feedback to Improve Performance*
- *Latest Agency Policies, Strategies and Initiatives -- including USAID Forward*
- *Training of Trainers* to prepare mentors to train fellow UAA mentors in the future.

The Program will provide mentees with a one-day training module on how optimally to work with mentors. Topics will include:

- *Creating Mentor-Mentee Action Plan Agreements*
- *Accelerating Learning and Skill-Building*
- *Understanding Measurable Outcomes and Mentor/Mentee Styles*

### **Step #5: Mentors and Mentees Complete Action Plan Agreements:**

One of the most important criteria of a successful program is that mentors *provide coaching and feedback on specific projects and activities and work priorities*. Employees learn quickest when they receive advice and feedback, real-time, on specific tasks that employees must master to effectively perform their jobs -- technical, writing and teamwork skills for employees at lower grades; and supervisory, and leadership skills for employees at higher grades. Mentoring programs that are "passive," allowing employees and mentors simply to check in with each other on a regular basis are not effective, as they do not enable mentors to observe the employee's work style or how specific actions and tasks could be improved. With this in mind, each mentor and mentee will sign an *Action Plan Agreement* that defines:

- Specific projects, activities, and tasks for mentoring.
- Areas that the mentee aims to develop -- both technical skills and soft (people) skills.
- Frequency and methods (video, telephone, e-mail, face-to-face) of mentor/mentee communication.

- Methods for obtaining independent feedback on mentee performance
- The time frame that employee and mentor will commit to the program.

### **Moving from Pilot to Full-Program**

The pilot program will begin upon the signing of the MOU between UAA and E&E.

By February 2013, the E&E Bureau, the UAA, participating mentors and mentees will provide feedback on the pilot– in order to adjust and improve the program before deciding whether to work with USAID/HR to expand it to additional missions and/or bureaus.

## **Attachment B DRAFT Mentor and Mentee Agreement**

**Mentee's Name:** \_\_\_\_\_

**Mentor's Name:** \_\_\_\_\_

### **Terms of Agreement**

**Confidentiality:** All information between the Mentee and the Mentor shall be confidential and only shared with other parties if both agree.

**It is expected that the MENTOR will:**

- share expertise, best practices and lessons learned on specific projects and activities;
- provide constructive feedback; share information on "unwritten rules for success;"
- act as a sounding board for ideas/concerns;
- identify resources to help the mentee enhance development in USAID;
- serve as an advocate for the mentee whenever appropriate; and
- build the mentee's confidence and strengths.

**It is expected that the MENTEE will:**

- identify specific skills, knowledge and/or goals that he/she wants to achieve;
- define development goals and work objectives in a developmental action plan with specific methods and time frames;
- solicit developmental feedback from colleagues on areas for improvement;
- agree with the mentor on frequency and methods of communication; and
- regularly provide feedback to the mentor on ways to refine and improve communication and optimize the mentor/mentee relationship.

**Meetings:** The Mentee and Mentor shall meet regularly at a time place mutually agreed upon.

**Length of Relationship:** Mentee and Mentor agree that the professional relations will be evaluated regularly as to the benefit of continuing the agreement. We understand that either has the option of discontinuing the relationship for any reason providing the terminating party notifies the other.

This document reflects the agreements that we enter into at this point in time. We understand the terms of this agreement may be changed at any time and that we agree to document any changes to such terms in writing.

Mentor Signature \_\_\_\_\_ Date

Mentee Signature \_\_\_\_\_ Date

### Attachment C

#### Notional Action Plan with Milestones

Item	Result/Output	Who <i>First name listed below is lead</i>	Start	End	Remarks
1	MOU signed by reps of E&E Bureau and UAA	TBD	9/5	9/5	a)Finalize MOU; b)Clarify info to be provided later in Work Plan
2	Pilot Program Work Plan Completed	E&E UAA	8/17	9/14	Clarifies Pilot Program Details, including: a)Avoiding Conflict of Interest; b)Mentor selection process c)Mentor/mentee communication methods d)Methods for measuring mentee progress e)Evaluating the Pilot f)Budget and Mechanisms for covering expenses
3	E&E mentees selected	E&E Bureau	9/17	9/21	a)E&E defines selection criteria
4	UAA mentors nominated	UAA	9/17	9/28	a)E&E & UAA co-define selection criteria;
5	Mentors and Mentees Sign Action Plan Agreements	Mentor/ Mentees		7/15	
6	Mentor Briefings and Mentee Training modules drafted	Maybrook drafts UAA provides input	9/1	9/28	a)E&E drafts & UAA provides input; b)UAA identifies alumni to team with E&E trainer to provide Briefings and Trainings
7	Mentors receive preparation briefings	Maybrook UAA Member TBD	10/16	10/17	
8	Mentees receive preparation trainings	Maybrook (RSC)	9/15	9/28	
9	Program evaluation criteria defined	E&E, UAA	9/1	9/14	
10	Mentors and mentees provide 1 <sup>st</sup> phase feedback	E&E, UAA	1/1	1/15	
11	Pilot Program concluded		2/15	2/15	
12	Pilot Program evaluation completed		2/15	2/28	
13	Decision made to continue or expand program to other bureaus		3/1	3/1	

**NOTES**

- The Results/Outputs and Start/End Dates are notional and subject to revision
- Define the evaluation criteria for Pilot Determine number and sequence of participants in Pilot
- Mentor briefings – could take place in mid- late September, 3 – 4 days in Mid October (16<sup>th</sup> and 17<sup>th</sup>) or after mid- late November
- Mentee briefings by DVC
- Successful Mentoring programs are task and project focused, so the legal aspects of mentoring on Scopes of Work, procurement sensitive information, etc, to be resolved and incorporated into action plan agreements at the inception

## STRATEGIC GOALS AND IMPLEMENTATION PLAN FOR 2013–2015

DRAFT AS OF OCTOBER 26, 2012

The Board of the USAID Alumni Association exercises responsibility for establishing the Association's operational goals and approving planned activities in furtherance of those goals. In exercising this responsibility the Board relies upon the Association's four operating committees. Each committee takes a lead role for implementing a UAA goal. As appropriate, the lead committee collaborates with other committees, Board members, individual USAID alumni, and others in planning and carrying out activities. The views of UAA members are a primary source of guidance in the formulation, periodic revision, and implementation of this plan.

The goals and projected implementing actions for 2013–2015 are summarized below.

**Goal 1. Expand, maintain, and enhance beneficial relationships with other organizations and facilitate opportunities for USAID alumni to inform audiences and communities about development and the role of the United States and USAID.**  
Lead: Public Outreach Committee

In furtherance of this goal, in 2013–2015 UAA proposes to undertake the following actions:

- UAA will adopt in 2013 a policy for establishing and maintaining relationships with other organizations that have missions or membership compatible with UAA.
- UAA will implement this policy in 2013 by exploring to the point of decision prospects for mutually beneficial relationships with two or more organizations.
- In 2013 UAA will seek to identify at least four new opportunities for USAID alumni to inform audiences about development and its importance to the US, including through consultations with USAID's



LPA Bureau and dialogue with universities and state development offices.

- In 2013 UAA will rebuild the speakers' roster with a view to expanding speaking opportunities in 2014 and 2015.

**Goal 2. Maintain and enhance a continuing relationship with USAID that will make alumni available to support the training, mentoring and coaching of USAID staff on a systematic basis.** Lead: Strengthening USAID Committee

In furtherance of this goal, in 2013–2015 UAA proposes to undertake the following actions:

- UAA will reaffirm in 2013 a program of activities and channels of communication with USAID and will establish a system for periodic joint review of existing arrangements with USAID.
- UAA will establish in 2013 a mechanism to recruit and recommend to USAID potential mentors for the E&E Bureau pilot mentoring program.
- UAA will explore with USAID in 2013 arrangements for systematic participation by alumni in USAID management training programs, with a view to making arrangements operational during 2013.
- UAA will review with USAID in 2013 initial experience with the E&E Bureau pilot mentoring program and determine if the program should be considered for expansion to other USAID bureaus and missions.
- Subject to a positive outcome of the review of experience with the E&E pilot mentoring program, UAA will expand the program to two or more additional USAID bureaus in 2014.

**Goal 3. Facilitate contributions by alumni and sharing of information with respect to USAID policies and developments and trends in development cooperation.** Lead: Development Issues Committee

In furtherance of this goal, in 2013–2015 UAA proposes to undertake the following actions:

- UAA will collaborate further with USAID in 2013 to facilitate the development of USAID’s urban strategy. Activities will focus on applying USAID experience to present challenges of urbanization and Increasing awareness in the development community of innovative USAID work in this field. In particular:
  - A January 2013 panel discussion will provide for current USAID staff the perspectives of several USAID alumni who have experience in dealing with urbanization issues.
  - A series of workshops for the development community will underscore linkages between urbanization and broader development issues.
- UAA will organize development-related materials on the website by subject matter in 2013 in order to make these materials more readily available.
- UAA will support in 2013 four or more Development Dialogue events, jointly managed with DACOR, including programs relevant to development issues currently being jointly addressed by USAID and UAA.
- UAA will explore with USAID the establishment, beginning in 2013, of continuing discussion groups on additional topics of high priority for USAID, including the possibility of groups within the UAA/DACOR framework.
- In 2014 UAA will support six or more DACOR/UAA Development Dialogue events.

**Goal 4. Ascertain alumni interests on a continuing basis; expand UAA membership, including by adding new members who reside outside the Washington area; increase opportunities for social events and interaction among alumni. Lead: Membership Committee**

In furtherance of this goal, in 2013–2015 UAA proposes to undertake the following actions:

- In 2013 UAA will establish systems for periodic surveys of alumni program interests and priorities, as well as communications preferences.
- UAA will encourage membership loyalty and expansion by increasing in 2013 the number and kinds of programs and social events for existing and potential UAA members, including programs and events outside the Washington area. Events under consideration include:
  - o happy hours for networking;
  - o speakers;
  - o panels and films on development issues;
  - o an annual summer picnic;
  - o discussions of post-USAID employment options; and
  - o discussions of issues of particular interest to FSN alumni residing the in the Metro Washington area.
- UAA will expand the UAA membership base in 2013 by placing ads in the AFSA newsletter and the Foreign Service Journal to encourage USAID alumni to join UAA and using the UAA newsletter and website to encourage USAID alumni to submit names and contact info for other alumni who might be interested in joining UAA.
- UAA will expand outreach in 2013 to FSNs in the Washington area and in foreign capitals where substantial numbers of FSN alumni reside.
- UAA will use available communications channels to encourage alumni in our database to become contributing members and/or renew their membership. These efforts will make use of the UAA website and newsletter as well as targeted e-mails.
- UAA will expand outreach in 2013 to non-Foreign Service USAID alumni, including Civil Service employees, personal services contractors, political appointees, individuals serving under interagency agreements, fellowship programs, etc.

**ESTIMATED INCOME AND EXPENSES FOR 2013:**

<b>INCOME</b>	<b>EXPENSES</b>
Member contributions 19,000	Salary of part-time intern 6,000
	Website 1,800
	Program activities: 5,000 Goal 1 (public outreach) 800 Goal 2 (strengthen USAID) 1,200 Goal 3 (development issues) 1,000 Goal 4 (membership) 2,000
	Annual Meeting 5,000
	Contingencies 1,000
	Miscellaneous 200
<b>TOTAL</b> <b>19,000</b>	<b>TOTAL</b> <b>19,000</b>

## ATTACHMENT F

### **Summary of the AGM Strengthening USAID Committee Discussion David Cohen and Pamela Mandel, Co-Chairs**

There were 22 attendees at the Strengthening USAID Committee breakout session. There was a lively discussion, mostly focused on the Europe and Eurasia Bureau (E&E)/UAA Mentoring Pilot Program. Dr. Anne Patterson, the USAID coordinator for the Pilot Program, was able to attend the session. She reported that Mission Directors in the E&E Bureau have been advised of the Program, and have been contacted about identifying potential mentees. To-date, there are four possible mentees in Russia, and four in the Balkans. Some 11 attendees at the session expressed interest in being mentors.

Attendees expressed some concerns about the mentoring program, including:

- Constraints of mentoring at a distance
- Mentor experience may be out-of-date
- The importance of differentiating between other Agency mentoring programs and what the UAA mentoring program can/will provide

The co-chairs clarified that they are envisioning a mentoring program that will help mentees with the thinking process, with problem solving and with some personal issues. Mentors will provide guidance in skills/tasks to mentees in a different way than that provided by consultants.

While some of the guidance may reflect earlier experience in project development and host country contracting, for instance, UAA mentors will not be counseling on going back to the “old ways” of doing things, but learning from that experience and adapting program processes and design tools to today’s political and development realities.

Next steps:

- Identifying and matching E&E mentee needs with potential mentors
- Developing training programs for mentors/mentees

It was pointed out that this mentoring program is not the sole focus of the Strengthening USAID Committee. The Committee welcomes ongoing

input from those who attended the session, and anyone else who wishes to have a more active role in the Strengthening USAID initiatives.

In the longer term, as Haven North articulated, the Committee should consider focusing on thinking about where development should be and could be in coming decades, and the potential role of UAA in advising the Agency. Collette Cowey suggested that the Committee could undertake a 'visioning exercise' to advance its thinking on this.

## ATTACHMENT G

### **Summary of the AGM Development Issues Committee Discussion Curt Farrar and Larry Smucker, Co-Chairs**

The UAA Draft Strategic Plan for 2013–2015 was used as the framework for the Committee’s discussion. The group confirmed the importance of moving ahead, in response to USAID’s request, with a focus on urbanization along the lines set forth by Owen Cylke (who is leading the effort on behalf of the Committee). There was agreement that UAA was not equipped to – and should not try to – provide expert technical assistance to USAID. Rather The goal of UAA’s efforts might best be to help create an “enabling environment” which would give this critical issue a higher profile in USAID’s (and perhaps other agencies’) program(s). It was also agreed that it made sense to develop this area not simply as a narrow sectoral matter but as a part of a broader set of issues (e.g., sectoral change and the economic transition, demographics, industrialization and employment, environment and sustainability, financing of social and urban services). Various specific steps in Cylke’s plan were discussed, including the arrangement of a number of presentations and workshops for USAID staff and, gradually, for others in the Washington community. The UAA/DACOR Development Dialogue (DD) program was likely to be one venue, but the group agreed that other formats and locations should be considered as well.

The group encouraged the UAA leadership to continue discussions with USAID to determine additional areas for UAA involvement in USAID’s policy and strategy development.

It was also suggested that there might be specific areas of interest to alumni – with or without USAID interest – which would merit creation of UAA Development Issues Committee sub-groups – e.g., in agriculture and in gender issues. Alumni were urged to think about this and suggest potential topic areas to the Committee’s co-chairs. It was also noted that Susan Reichle and David Eckerson had stressed the need for attention to local capacity development – a group to advise USAID on this subject should be considered, either by the Development Issues Committee or by the Strengthening USAID Committee.

It was also agreed that the UAA/DACOR DD program should be enhanced by increasing the number of featured speakers in the next two years, and that a number of these might be part of a thematic series. Committee members were urged to make suggestions for both themes and speakers they believe would be of interest to a wider audience, including the State Department alumni in DACOR. In addition, to make management of the process of selecting topics and speakers a bit more structured, the Committee co-chairs were asked to designate five members for the DD sub-committee led by Gary Merritt. Members were encouraged to attend more of the DD sessions as well.

It was also noted that a volunteer was needed to act as an “archivist” to help organize and place important development documents on the UAA website.

It was agreed that an email would be sent soon to all committee members to gain further guidance on the issues noted here and to receive indications of interest in volunteering to lead and/or participate in UAA activities. Members were urged to become active in the committee’s work.



## ATTACHMENT H

### **Summary of the AGM Membership Committee Discussion Nancy Tumavick and Paula Goddard, Co-Chairs**

The Goal of the Membership Committee is to expand the membership of the Association, through outreach and events. Member contributions and member benefits must be in balance to attract new members and serve their interests. The USAID alumni community is diverse, comprised of fully retired, re-hired, full-time working, and part time working individuals. The UAA serves those who want a social experience only, as well as those who want to engage in influencing USAID and stay engaged in foreign policy discussions. Therefore the membership strategy was designed to provide a variety of benefits and activities to serve the widest possible membership needs.

Co-Chair Nancy Tumavick gave a summary of the activities of the Committee during 2012:

- Approval by the UAA Board of the Membership Expansion Strategy;
- Membership contribution structure approved;
- Progress on expanding membership beyond the Washington DC metropolitan area both in the US and overseas;
- Progress on expanding membership to FSNs now living in the US;
- Quarterly social activities for members in the Washington DC metropolitan area.

Co-Chair Paula Goddard reviewed the dues structure and gave a summary of the year's social events:

- Spring Reception at the DACOR House gardens;
- Summer Picnic at Pamela Baldwin's farm in Lovettsville, VA;
- Movie showing entitled "Point Four: The History of Alemaya (Ethiopia) College"

Former Mission Director Dick Brown has volunteered to put together a group of alumni living in North Carolina. There are a good number statewide (26 or more); however, they are not concentrated in one

location and having meetings or events for all may not be possible. There is no formal “chapter” process in UAA at this time. The North Carolina group may be the first to organize at the state level. Don Soules, Committee member, will follow up with Dick to develop the North Carolina group further.

Several participants raised questions about whether the membership contribution should be revised to allow for “social members” who may attend a meeting or an event once a year but not more. UAA Board member Margaret Carpenter explained the process for reaching decisions about the current contribution structure and that it is settled at least for one year. It may be revisited in the future, and we need to gather more information from members and potential members, to determine if the current contribution levels are an obstacle to bringing in more members of all interests into the Association.

## ATTACHMENT I

### **Summary of the AGM Public Outreach Committee Discussion Ann Van Dusen and Brad Langmaid, Co-chairs**

The Public Outreach Committee, including several new members, met to review UAA experience in tapping the expertise of USAID alumni to inform audiences around the country about development and development assistance. While it is clear that many alumni regularly speak to university and community groups, drawing on the experience with USAID, the Committee has not been able to mobilize a Speakers Bureau with enough depth to publicize to groups such as Foreign Affairs Councils or Rotary Clubs.

Several steps were suggested to restart the speakers program. First, the Committee wants to poll the UAA membership on their recent speaking engagements of development related topics. Second, the Committee suggested starting in the Washington DC area, and perhaps start with the career offices of local universities to assess interest in having alumni come speak about development and careers in development.

The Committee discussed the advisability of posting bios of UAA members on the website as a way of increasing interest in reaching out to members for their expertise. Some thought that members would be reluctant to share this information in so public a forum, but this is a question we can pose to the membership when we poll them about their recent speaking experience.

The Committee also discussed the proposal that it take the lead in reaching out to other organizations whose membership and membership interests might overlap with the UAA. These could include the USGLV, Chambers of Commerce, the Peace Corps Association, and others. The initial step would be to inform these networks about the UAA, but with a view to possible joint activities at some future date.

**“The Democratization of Development”  
Presentation by Donald Steinberg, USAID Deputy Administrator  
To the USAID Alumni Association Annual Meeting  
October 18, 2012**

Friends:

It is a great honor to speak here today on the state of USAID and our collective efforts to ensure that the agency is adapting to the new world of development. I must say that it's a bit intimidating to speak of USAID in the presence of people like Jim Michel and Carol Peasley and Stacy Rhodes. I feel like the man who is about to give a speech on whale anatomy and looks up to see Jonah sitting in the audience.

Hooked on Development

I also see Abbe Fessenden here, which reminds me of my first experience with USAID some 36 years ago. In 1976, I was assigned as a first-tour Foreign Service officer to Bangui in the Central African Republic, where my principal duty was to put together a \$2 million rural health program for the province of Ouham under the direction of our Ambassador and Abbe, who was the regional USAID officer in Yaounde.

With no experience, I had the novel idea to travel to the region and talk to people there. We first talked to government officials – provincial governors, mayors and military commanders – all men. They told us that health conditions were generally acceptable, and that their principal need was an air-conditioned office building for government workers.

Then we went out to the marketplaces and the community centers to talk with women. They said that mothers and children were dying in vast numbers from childbirth and preventable childhood diseases. They said that the causes included mothers in weakened conditions from malnutrition, malaria, diarrhea, and schistosomiasis; the absence of trained midwives and birth attendants; and the lack of village clinics with basic drugs. They were also realistic enough to know that neither the government nor the donor community would build them a fancy hospital filled with doctors and nurses.

And so we took their cue. We put together emergency feeding programs for children and pregnant and lactating women. We supported training

and financial incentives for community health workers. We built and stocked village health huts. We drilled boreholes to ensure clean water. Over the next two years, we monitored the progress, made course corrections, and built local capacity to take over the program.

By the time I left the Central African Republic in 1978, we could already see significant declines in child and maternal mortality. And I was hooked: hooked on the role of women in development, hooked on development itself, and most of all, hooked on the U.S. Agency for International Development.

No agency has done more good around the world. I've admired the professionalism and dedication of USAID's humanitarian, recovery and development work. In the unlit corners of the world, USAID serves as the eyes, the arms and the conscience of the global community.

### The New World of Development

Programs like today's Annual Meeting permit us to celebrate our successes. Indeed, the last two decades have been a validation of our work. There has been more progress in global development since the end of the Cold War than in any time in history. In the decade and a half since the mid-90s, real incomes have risen 60 percent across developing countries, infant mortality rates have plunged by a third, and primary school enrollment rates jumped nearly 15 percent.

The number of people with incomes below \$1.25 a day has fallen by more than 600 million, a drop of nearly one-third in just 15 years. Democracy is much more widespread -- in sub-Saharan Africa alone, the number of democracies has grown from 3 in 1989 to more than 20 today. Never before have so many of our partner countries been democracies.

But we're also humbled by the task ahead at this moment of change in the development arena. As we address the daunting and continuing global challenges of disease, illiteracy, unemployment, corruption, bad governance, food insecurity, and climate change, we know that the world in which we operate has fundamentally changed.

First, throughout the world, assistance budgets are tighter and our funders are demanding greater effectiveness, accountability, transparency and attention to potential corruption. They want to help countries help themselves to join the ranks of those generating their own capital for

development, like South Korea, Brazil and India, and they're insisting on creating sustainable country systems able to stand on their own.

Second, donor government aid is no longer the driving force behind development that it once was. In broad terms, official U.S. development assistance now totals about \$30 billion a year – yes, still less than 1 percent of the federal budget. By contrast, NGOs, foundations, faith-based groups and corporate social responsibility generate and distribute some \$39 billion a year. Another \$100 billion is provided by American residents in remittances; and around \$1 trillion goes to developing countries from all sources of private investment. Private capital flows to developing countries are seven times larger today than just a decade ago.

Third, we're in an age of empowerment – reflecting the democratization of development. Governments and civil society in partner countries no longer accept programs and policies “made in America,” or Brussels, London or Beijing, for that matter. They demand ownership over their own development drives. And with the rise in democracy and civil society, we are more comfortable in knowing that this ownership reflects the voices and aspirations of the citizens of developing countries.

Fourth, there is a growing consensus on the discipline of development among donors, partners, IFI's, foundations, NGOs and private companies, reflected in the outcome document of the Busan Conference. Busan put results at the center of our collective development agenda, backed by tough monitoring mechanisms to ensure accountability. Transparency was brought front and center, including with the U.S. accession to the IATI accord. Busan also brought emerging donors – including China and India – under the tent. Building on the Monrovia principles, there was an emphasis on the unique needs and challenges of fragile states. We reaffirmed our common commitment to disaster risk reduction and building resiliency.

Finally, there's a new focus on inclusive development that addresses marginalized groups, including women, people with disabilities, the LGBT community, indigenous populations, and displaced persons. The Arab Spring in particular reminds us that stable societies need more than 6 or 8 or 10 percent per capita growth rates. Development is a “whole of society” exercise where all groups are planners, implementers and beneficiaries under the watch-phrase: “Nothing about us without us.” And in this vein, we must work even harder to ensure space for civil society actors in the face of growing restrictions on them in many developing countries.

## USAID Forward

These broad changes demand new business models for all of us in the development arena. This is one area where AID has a huge advantage. We've always been a flexible agency, challenges ourselves to adapt to new environment and look to the long-run. And so, as we develop new ideas and initiatives, I get the frequent feeling that we're really going "back to the future." The President's Feed the Future initiative, for example, finds its roots in USAID's role in promoting the Green Revolution. DNA tests would show that the African Economic Policy Reform Program of the 1980s is an ancestor of the Partnership for Growth program. Our new focus on resiliency draws on the lessons of the Greater Horn of Africa Initiative of the 1990s, and even the QDDR bears a strong resemblance to the State-AID Joint Policy Council that Tish Butler and I directed a decade ago.

This is what Administrator Raj Shah means when he talks about USAID needing to merge with ourselves. The advice and recommendations that you've shared with the current leadership form the basis for the USAID Forward reform agenda. Your counsel has been essential as we adopt a new approach that is both more ambitious and more humble than before. If official assistance is now scarcer and no longer dominates capital flows to developing countries, we need to focus on specific niches where governments and ODA have a comparative advantage.

And so we're using our convening authority to draw together partners across governments, international institutions, civil society, and the private sector. We are making strategic investments that leverage other people's money, including by reducing risk factors.

We're also linking with other U.S. government agencies to put together coherent packages of aid, trade and investment promotion under the President's Partnership for Growth program, which is identifying constraints to growth in El Salvador, Philippines, Tanzania and Ghana, and addressing these directly.

We are taking a new look at public-private partnerships, and developing rigorous standards for results, accountability and evaluation. We cannot simply slap a "public-private partnership" label on any government interaction with an NGO or private company and thus exempt it from tough standards of effectiveness. As a community, we're reviewing best practices in the 1200 or so partnerships in which we've engaged. Our

Food Security Initiative for the G-8 Summit draws on this principle, bringing together more than 50 private firms to generate billions of dollars in resources, as does the Child Survival Summit.

We're also applying focus and selectivity, concentrating our efforts with depth and scale on food security under the Feed the Future Initiative, global health, climate change, democracy and governance, economic growth, and humanitarian response. And we're sharpening our tools of accountability, adopting a gold standard system of monitoring and evaluation.

We are incorporating science and technology. Coming back to the U.S. government two years ago, I felt like I had to go through a new language training program. All of a sudden, people are talking about crowd-sourcing, grand challenges, datapaloozas, and hack-a-thons. I always thought computer hackers were evil, but now I find my agency working with a group calling itself "Random Hacks of Kindness."

We are also emphasizing country ownership – not in the sense of risking taxpayers' dollars by working with potentially corrupt or inefficient entities, but by seeking to build and work through sustainable country systems in our partner countries through implementation and procurement reform. In government-to-government assistance, for example, we begin by conducting stringent assessments of financial management and auditing systems in partner government agencies. If these systems are transparent, efficient and free from corruption, we work with them. If there are gaps, we seek to address them, including through technical assistance and programs like reimbursements for agreed expenses. If the systems are not fixable, we go elsewhere.

Finally, we've broadened our efforts in inclusive development, bringing on coordinators charged with mainstreaming and integrating gender, disabilities, youth, and LGBT issues into all our programs, infusing these principles into our agency's DNA.

#### UAA's Role – Drawing on a World of Experience

I'd like to conclude by reflecting on the role that the anted to reflect on the role that the USAID Alumni Association can play and is playing in these reform efforts.

In fact, the four roles identified for UAA in its 2012 business plan are exactly what is needed.



The Public Outreach Committee under Ann Van Dusen and Brad Langmaid is serving to inform the American people and their elected representatives of the continuing importance of development assistance.

The Strengthening USAID Committee under David Cohen and Pam Mandel is helping develop a new generation of assistance officers through innovative mentoring, training and coaching programs.

The Development Issues Committees under Curt Farrar and Larry Smucker is reinvigorating the development dialogue and sharing its institutional memory with agency thought leaders.

And the Membership Committee under Nancy Tumavick and Paula Goddard is strengthening UAA's institutional capacity to achieve the ambitious agenda UAA has set for itself.

#### USAID – From the American People, For the American People

The changes I've described are essential to ensure that we will continue to get the public support we collectively need. If we can show taxpayers, Congress and private donors alike that we know what we're doing, that we are producing measurable and sustainable results, that we are good stewards of their dollars, and that we are channeling their resources through a modern development enterprise, they will continue to support us. Because ultimately, I think the American people get it.

They know that prosperity and human security abroad promotes our national security interests, our national economic interests, and our national values.

It is in our national security interest. Stable, prosperous countries are less likely to traffic in arms, drugs, and people; less likely to send off large numbers of refugees across borders and even oceans; less likely to serve as hosts for terrorist training camps and pirates; less likely to incubate and transmit pandemic diseases; and less likely to need American forces on the ground.

Development is in our economic interest as well. Growth in developing countries will be the primary market for American exports and American jobs over the next decades. Most of the fastest growing export and investment markets for the United States are in former or current assistant recipient countries. There are also huge opportunities available

for building infrastructure, including clean energy and telecommunications, as well as providing technical assistance.

Equally important, the American people want us to project our values abroad. They want to live in a world that's peaceful, prosperous, democratic, and respectful of human rights and human dignity.

In a changing global landscape, the generosity and humanitarian spirit of the American people is one thing that has not changed.

Thank you.